

**Command Philosophy**  
By CPT Jeff Burnett  
Commander  
Communication Information Systems (CIS) Support Company  
AFNORTH Battalion, U.S. Army NATO  
The Netherlands

What follows are some thoughts on how I will command this great company. I would like **all leaders** to review this document and understand the content and intent of these thoughts – they represent the method behind my particular madness.

My command philosophy is straightforward. Rather than utilize only bullet comments with hopes of getting my point across, my intent is to explain my thoughts in a clear and concise manner to ensure there is no miscommunication or misperceptions of what I expect from every leader in this company.

Our primary business is to train and assist in providing support to our soldiers and the NATO community. I envision our daily mission and training plan as one that promotes positive quality of life initiatives for our single soldiers and soldiers with families. End-state is the best trained support company in NATO with the highest morale and esprit de corps that takes care of soldiers, their families and our equipment unlike any other company sized unit in the United States Army.

I believe in tough, realistic training that will allow soldiers to deploy quickly and readily to the Area of Operations no matter where it may be and provide the support necessary for our military to fight and win this global war on terrorism. In order to do this, there are some essential principles I expect you to follow:

**1. Do What is Morally, Ethically, and Legally Right – Everyday.**

Set the standard in your behavior, whether on duty or not. Soldiers are always watching. If you can stand the “see it on the front page” test, then you are probably safe on this one.

**2. Be All YOU Can Be.**

This old Army recruiting cliché is a valid test of YOUR effort and attitude. Put your heart and soul into your job. Again, soldiers are always watching.

**3. Maintain and Instill Discipline.**

A well-trained and well-maintained company is disciplined. Disciplined soldiers train and operate safely as well as follow established procedures. We must demonstrate discipline in everything we do and at every leadership level in this company. Soldiers must know the rules we live by and what to expect if they are violated. Leaders must support their soldiers with an organization climate that fosters subordinate initiative and demands doing what is right. Never embarrass the company, battalion, NATO, or our Army by your actions.

**4. Reward / Award Your Soldiers.**

Reward your hardworking soldiers whenever possible. It is every leader’s duty to identify those soldiers deserving recognition for their efforts. This is another way to set our standards by those we choose to reward, so do so with care.

**5. Train to Standard.**

Training to remain proficient in soldier common tasks and to provide the best support possible to our soldiers and the NATO community is why we are here. Provide safe, efficient, and realistic training whenever possible. Do not become complacent in your daily activities. Everything we do, whether in Individual or Collective Training, will focus on the Task, Condition, and Standard. However, if training

is not being performed to standard, we must stop it, adjust fire, and get it right. I expect all leaders to set the example by his or her dedication and professionalism.

#### **6. Conduct Maintenance and Accountability.**

It is essential that we all accept responsibility to help maintain our company and training areas. We must meet the environmental needs and requirements of our host country so we can continue to train without interruption. We must maintain all of our assigned equipment and uniforms to the required Army standard; everyone is responsible for maintenance and accountability of such items. Remain vigilant to fraud, waste, and abuse. We do not have unlimited resources and we must protect what we have.

#### **7. Lead by Example.**

The backbone of our company is the leaders. I expect every leader to lead by example. Leaders must know their soldiers and must develop, teach, and coach them so they can reach their full potential. Soldiers deserve the very best from their leaders and we must all do our part to make it happen. I expect leaders to be tactically and technically proficient in their assigned field. While leading try to have fun and maintain a sense of humor, and share those attributes with your soldiers.

#### **8. Care for Soldiers and Families.**

Caring for soldiers and their families is key to readiness. A soldier's performance is directly related to their perception of self and the well-being of their family. As leaders, we must be fully dedicated to the any legitimate needs of our soldiers. From promoting "Quality of Life" issues, to ensuring Equal Opportunity, to having a solid family support system that functions in a consistent manner, ALL soldiers and their families will be treated with dignity, fairness, and respect. There will be no double standards.

#### **9. Support the Family Readiness Group (FRG).**

For the most part the Army expects us to deploy to perform our job, in our case not as long as most division or Brigade Combat Team soldiers who are currently deployed. Our families endure these many separations more than we do. The FRG is an informal support mechanism that can provide families another means to receive support from others experiencing similar difficulties. This is an important asset to our company, one not found in civilian employment. Please support this activity; one day it may be you that needs the support they offer.

#### **10. Conduct Safety and Risk Management.**

The management of risk is the key to avoid costly and unnecessary accidents. There is no mission or task so important that safety can be compromised. Everyone is responsible for safety and we must think safety in everything we do. Disciplined units are safe units. I expect all leaders to make risk management a routine part of their daily business and perform risk management correctly.

#### **11. Display Proper Ethical Behavior.**

Do not bend the truth or lie. Do not misrepresent the situation or facts, nor allow me to walk away with only half the information. Have the moral courage to tell me the whole story, even the ugly parts. I trust the word of every leader in this company upon arrival – this is one YOU have the power to lose.

### **My Expectations**

- Know your job (Policy Letters, SOPs)
- Know your soldiers better than you know yourself (Leader's Book)
- Treat your soldiers and peers with dignity and respect – even your weakest link
- Care for your soldiers like you would expect someone to care for you. What does this mean?
  - Train to standard
  - Safety always – never cut corners
  - Get them to schools (civilian and military)
  - Reward / recognize good actions and deeds

- Support family needs – never forget them
- Listen to your soldiers
- Timely counseling (verbal and written)
- Lead by example – from the front, not from the office
- Conduct appropriate physical training with your soldiers
- Never ask a Soldier to do something that you aren't willing to do yourself
- Do the hard right, not the easy wrong
- Review and know the enclosed company mission and METL; train your soldiers effectively and continuously in accordance with my training plan and objectives


I have a simple yet commonly used rule for determining success among my subordinates:

- a. A substandard Soldier will only do things once.
- b. A middle of the pack Soldier will always do those things expected of him / her.
- c. A good Soldier does those things that are expected of him / her and experiments with new and better ways to accomplish the task. Because of this, the Soldier will occasionally fail, possibly more often than the average person. Tolerate the mistakes because they may lead to a better unit.
- d. A great Soldier does all of the above, but he / she passes on to peers those things learned in order to help them as well. The Soldier does this without fanfare or expectations of praise. The Soldier does it only to help others with similar challenges.

**The Bottom Line:** Do what is right, lead by example, train as you fight, and care for your soldiers and their families. But HAVE FUN while assigned to CIS Support Company and try to make this one of the most enjoyable assignments of your military career!

Thanks for all you do for our soldiers and our Army. **Soldier Pride!**

Encl  
Company Mission and METL

  
JEFFREY M. BURNETT  
CPT, AG  
Commanding

## **CIS Support Company**

### **MISSION**

Exercise command and control; provide administrative and logistical support; maintain trained and ready soldiers; deploy and redeploy soldiers; support force protection and quality of life issues for U.S. Army soldiers and family members assigned in support of AFNORTH Battalion and NATO.

### **MISSION ESSENTIAL TASK LIST (METL)**

- **Exercise command and control**
  - a. Establish and enforce command plans, policies and procedures
  - b. Administer and enforce military justice
  - c. Communicate effectively
  - d. Perform deployment alert activities
  - e. Sustain the force
  - f. Perform risk management procedures
- **Coordinate for the safety, security and well-being of the force**
  - a. Provide unit level I/II AT/FP programs
  - b. Provide quality unit family readiness programs
  - c. Provide morale, welfare and command climate programs
  - d. Establish unit level safety programs
- **Maintain trained and ready soldiers**
  - a. Implement and evaluate unit level training
  - b. Provide predeployment readiness programs
- **Provide for force sustainment**
  - a. Conduct personnel service support for soldiers
  - b. Coordinate logistics and information management support for garrison and deployed operations
  - c. Provide selected joint administrative services for U.S. personnel
  - d. Manage budgetary, manpower and civilian personnel resources
- **Plan and exercise support teams for soldiers in support of NATO operations**
  - a. Determine requirements
  - b. Develop operational plans
  - c. Participate in NATO exercises
- **Deploy soldiers**
  - a. Deploy to theater of operations
  - b. Perform predeployment supply activities
  - c. Perform predeployment training activities
  - d. Perform deployment alert activities
- **Redeploy/reintegrate soldiers**
  - a. Perform redeployment supply activities
  - b. Perform redeployment training activities
  - c. Redeploy to Theater of Operations